

School of Hotel Administration

Administration

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Degree Program

Hotel and Restaurant Administration

Degree
 B.S.
 M.P.S.
 M.S.
 Ph.D.

Facilities

Statler Hall. Statler Hall is a unique educational building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building has three parts: a classroom section, a full-service practice hotel and conference center, and an auditorium with complete stage facilities. This provides the school with classrooms, lecture rooms, laboratories, a library, a video and computer center, auditoriums, and offices for instruction and research in hotel administration.

Statler Hall's facilities have periodically been upgraded to reflect technological advances and changes in the industry. Now, some thirty-five years after the building was constructed, Statler Hall is being renovated and expanded to support the school's teaching and research activities and the hotel's many functions.

The improvements to Statler Hall will provide students with training and work experience in a property similar to those in which they will work after graduation, and they will facilitate the implementation of the school's new academic and continuing-education programs.

The School of Hotel Administration Library, which has been relocated during the renovation (and will remain in its temporary location in Statler auditorium until mid-fall 1988), provides an extensive collection of publications on hotel and restaurant operation and related subjects as well as a general business collection. The library also maintains the resources to allow students to search computerized bibliographic data bases in many subject areas. The library has received many gifts of display materials and personal collections—among them the Herndon and Vehling collections.

Statler Hotel and J. Willard Marriott Executive Education Center. Statler Inn was razed in the fall of 1986 and is presently being rebuilt. The new hotel will have 150 guest rooms, a conference center, and a variety of food-service areas.

After reconstruction, scheduled to be completed by spring 1989, the Statler Hotel and J. Willard Marriott Executive Education Center will be an industry showcase, one that demonstrates the very finest in hospitality and hospitality-education practices. The Statler Hotel is an independent, self-sustaining operation. It provides quality food, beverage, meeting, and lodging services to the Cornell community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the Statler Hotel is a practice-management facility for certain classes and for independent-study projects. When the hotel reopens, it will offer part-time jobs to approximately two hundred students each semester; preference is given to hotel students.

Curriculum

The School of Hotel Administration offers training in the numerous disciplines required for modern management, including accounting, finance, marketing, operations, communication, properties management, MIS/computers, law, and human-resources management. The school's graduates hold executive positions in a variety of industries but are especially well represented in the management of hospitality-related enterprises, including the lodging, food-service, and travel industries.

Students are encouraged to pursue a broad range of courses, including those in the humanities, as preparation for assuming positions in the business community. Included in the basic curriculum are courses in financial management, food and beverage operations, administration, and physical-plant management.

To satisfy degree requirements, every undergraduate enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each (or the equivalent) of full-time, supervised, relevant employment and file acceptable reports for each work period.

The basic program leading to the degree in hotel administration, as set forth below, is enriched by a broad selection of free and distributive elective courses offered by the school and elsewhere in the university.

The school's programs for advanced degrees include those of Master of Professional Studies, Master of Science, and Doctor of Philosophy. For more complete information about undergraduate program requirements, see the school's admissions catalog. For further information on graduate programs, consult the *Announcement of the Graduate School* or contact Professor John E. H. Sherry, the school's graduate faculty representative.

Requirements for Graduation

Because the school is in the last year of a four-year process to revise its curricula, the requirements for graduation for students who enter after June 1985 are different from the requirements for students who entered prior to June 1985. Students should consult with their adviser or the school's registrar for the specific requirements that apply to them. Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements for students who matriculate after June 1985 are:

- 1) completion of eight terms in residence;*†
- 2) completion, with a minimum average of 2.0, of 120 required and elective credits, as set forth in the table below;

*Students who plan to attend summer school at Cornell or elsewhere must keep in mind the degree requirement of a minimum of two summer periods of ten weeks each (or the equivalent) of full-time, supervised, relevant employment.

†Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirement at the time of admission. Transfer students must complete a minimum of five semesters in the program.

- 3) completion of 12 credits in a subject concentration;
- 4) completion of two units of practice credit prior to the last term of residence, as defined below;
- 5) completion of the university requirement in physical education during the first two terms of residence;
- 6) attainment of a grade-point average of at least 2.0 in the final semester.

Suggested course programs also appear on the following pages. The core courses account for 67 of the 120 credits needed for graduation, the selected subject concentration accounts for 12 credits, and 18 credits are allotted for distributive electives. The remaining 23 credits may be earned in courses chosen from the offerings of any college of the university, provided that the customary requirements for admission to such courses are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere or who propose to attend any other university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 23-credit group of free electives.

All students are required by the university to take two courses in physical education, but no credit toward the academic degree is allowed for these courses.

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical weight for each term average as follows: A equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0.0. For good standing, the student must maintain a minimum average of 2.0. In order to graduate, a cumulative average of 2.0 and a final-term average of 2.0 are required as minimums. Of the *free* elective courses, a maximum of four credits each term may be taken on a "satisfactory-unsatisfactory" (S-U) basis.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or *incomplete* grades are honored by being placed on the Dean's List.

Practice-Credit Requirement

As part of degree requirements, each undergraduate enrolled in the School of Hotel Administration must complete a specific set of practice-credit requirements. These requirements are set forth in the Practice Credit Work Handbook for Undergraduates in the School of Hotel Administration. Copies of this document are made available by the school's registrar to enrolled students upon request.

A limited number of upperclass students are encouraged to enroll in management-intern programs that entail six to eight months of on-the-job managerial instruction and experience. For the details on these programs, see the section "Directed Study" on the following pages.

Course Requirements for Graduation

<i>Required courses as of June 1985</i>	<i>Credits</i>
Organization Management: Hotel Administration 103, 303, 403	9
Human-Resources Management: Hotel Administration 211, 212	6
Financial Management: Hotel Administration 225, 226, 325	10
Food and Beverage Management: Hotel Administration 135, 235, 335	12
Marketing and Tourism: Hotel Administration 243	3
Properties Management: Hotel Administration 255, 355	6

Communication: Hotel Administration 165, 365	6
MIS/Computers: Hotel Administration 174	3
Law: Hotel Administration 387	3
Quantitative Methods: I&LR 210	3
Economics: Economics 101, 102	6
Specifically required credits	67
Concentration	12
Distributive electives	18
Free electives	23
Total credits required for graduation	120

Undergraduate Program of Study

The undergraduate curriculum of the School of Hotel Administration is continually being revised and expanded. In some cases, the numbers of old and new courses overlap. Students are reminded that the most accurate information regarding courses offered during any given semester may be found in the supplement issued for that semester by the school's registrar.

Typical Course Sequences

The following arrangements of courses tend to be more fixed in the freshman and sophomore years, with a greater degree of flexibility characterizing the upperclass years.

Freshman Year

Typically, a freshman schedule will consist of 14 to 16 credits each term, to include the following:

<i>Required courses</i>	<i>Credits</i>
H Adm 103, Principles of Management	3
H Adm 135, Culinary Theory and Practice	4
H Adm 165, Managerial Communication: Writing Principles and Process	3
H Adm 174, Information Systems	3
ILR 210, Quantitative Methods	3
Econ 101, Microeconomics	3
Econ 102, Macroeconomics	3
Distributive electives	6
Free electives	0-4
	28-32

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H Adm 211, The Management of Personnel	3
H Adm 212, Human Relations	3
H Adm 225, Financial Accounting	3
H Adm 226, Financial Management	4
H Adm 235, Food and Beverage Management	4
H Adm 243, Principles of Marketing	3
H Adm 255, Facilities Development and Planning	3
Distributive electives	3-6
Free electives	3-6
	29-35

Junior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 303, Organizational Processes and Design	3
H Adm 325, Hospitality Financial Management	3
H Adm 335, Restaurant Management	4
H Adm 355, Hospitality Facilities Construction and Operation	3
H Adm 365, Managerial Communication: Interpersonal Relationships in Organizations	3
H Adm 387, Business and Hospitality Law	3
Concentration	6
Free electives	3-6
	28-31

Senior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 403, Integrative Management Capstone	3
Concentration	6
Free electives	15-26
	24-35

Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the school must also select a concentration: 12 elective credits in a major area of instruction. These include organization management, human-resources management, financial management, food and beverage management, marketing, and properties management.

When the student selects one of these major fields of concentration, he or she should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of elective courses that will best fit his or her program.

A list of elective courses offered in the school's special areas of instruction is provided below.

Elective Courses in Hotel Administration

The following is a list of courses currently offered within the School of Hotel Administration that may, as appropriate, be used in partial or full satisfaction of the specified area concentration and the free elective allocation.

The first digit of the course number is in general indicative of the level of the course, while the second digit indicates the curricular area, according to the following scheme:

<i>First digit</i>
1—freshman/introductory
2—sophomore
3—junior
4—senior
5—provisional course offering
6—undergraduate independent study
7—graduate

<i>Second digit</i>
0—organization management
1—human-resources management
2—financial management
3—food and beverage management
4—marketing and tourism
5—properties management
6—communication
7—MIS/computers
8—law
9—other

<i>Organization Management</i>	<i>Credits</i>
H Adm 102, Distinguished Management Lectures	1
H Adm 203, Club Management	2
H Adm 204, Franchising in the Hospitality Industry	2
H Adm 205, Resort and Condominium Management	3
H Adm 304, Room Division Management—Front Office and Reservations	2
H Adm 401, Seminar in Management Principles	2
H Adm 402, Hospitality-Management Seminar	1
H Adm 404, Management Organization of the Small Business	3
H Adm 406, Integrated Studies in the Hospitality Industry	3
H Adm 407, Seminar in Hotel Operations	2
H Adm 408, Casino Management	2
H Adm 502, Airline Management	3
H Adm 600, Undergraduate Independent Study—Organization Management	V*
H Adm 601, Management Intern Program I—Operations	6
H Adm 602, Management Intern Program II—Academic	6
H Adm 603, Hotel Ezra Cornell	V*
H Adm 700, Graduate Independent Research—Organization Management	V*

H Adm 701, Graduate Seminar in Hotel Operations	2
<i>Human Resources Management</i>	<i>Credits</i>
H Adm 311, Union-Management Relations in Private Industry	3
H Adm 313, Training for the Hospitality Industry	3
H Adm 414, Organizational Behavior and Small-Group Processes	3
H Adm 416, Special Studies in the Management of Human Resources	3
H Adm 511, Seminar in Current Labor Relations Problems in the Private Sector	2
H Adm 512, Managing Organizational Change and Productivity	2
H Adm 513, Situational Leadership and Organizational Behavior	2
H Adm 610, Undergraduate Independent Study—Human Resources Management	V*
H Adm 710, Graduate Independent Research—Human Resources Management	V*
<i>Financial Management</i>	<i>Credits</i>
H Adm 321, Hospitality Management Contracts	1
H Adm 322, Investment Management	3
H Adm 323, Real-Estate Finance	3
H Adm 326, Corporate Finance	3
H Adm 328, Cost Accounting	3
H Adm 329, Financial Decision Support Systems	3
H Adm 421, Internal Control in Hotels	2
H Adm 422, Taxation and Management Decisions	2
H Adm 521, Seminar in Financial Management	3
H Adm 620, Undergraduate Independent Study—Financial Management	V*
H Adm 720, Graduate Independent Research—Financial Management	V*
H Adm 724, Analysis and Interpretation of Financial Statements	3
H Adm 729.1, Hospitality Investments and Portfolio	3
H Adm 729.2, Financial Decision Support Systems	3
<i>Food and Beverage Management</i>	<i>Credits</i>
H Adm 336, Principles of Nutrition	3
H Adm 337, Food Composition and Properties: Chemical and Microbiological Aspects	4
H Adm 430, Introduction to Wine and Spirits	2
H Adm 431, Seminar in Independent Restaurant Operations Management	3
H Adm 433, Food-Service Management in Business, Industry, and Health Care Facilities	3
H Adm 434, Dessert Merchandising	3
H Adm 435, Selection, Procurement, and Supply Management	3
H Adm 436, Beverage Management	2
H Adm 437, Cultural Cuisines	3
H Adm 536, Nutrition and Fitness in the Resort, Hotel, and Spa Industry	3
H Adm 537, Airline Food-Service Management	2
H Adm 630, Undergraduate Independent Study—Food and Beverage Management	V*
H Adm 730, Graduate Independent Research—Food and Beverage Management	V*
<i>Marketing and Tourism</i>	<i>Credits</i>
H Adm 244, Tourism I	3
H Adm 441, Advertising Strategies	3
H Adm 444, Tourism II	3
H Adm 449, International Marketing in the Hospitality Industry	3
H Adm 541, Marketing Communications Strategy	3
H Adm 542, Marketing Communications II	3
H Adm 543, Marketing Research	3
H Adm 544, Services Marketing	3
H Adm 640, Undergraduate Independent Study—Marketing and Tourism	V*
H Adm 740, Graduate Independent Research—Marketing and Tourism	V*
H Adm 742, Strategic Marketing Planning in the Hospitality Industry	3
<i>Properties Management</i>	<i>Credits</i>
H Adm 256, General Insurance	3
H Adm 350, Personal Real-Estate Investments	3

H Adm 353, Introductory Food-Service Facilities Design	3
H Adm 354, Advanced Food-Service Facilities Planning and Design	3
H Adm 358, Hospitality-Industry Real Estate	3
H Adm 452, Hotel Planning and Interior Design	3
H Adm 455, Restaurant Planning	3
H Adm 456, Hospitality Facilities Management	2
H Adm 457, Advanced Development and Construction	2
H Adm 458, Hospitality Facilities Design and Analysis	3
H Adm 459, Seminar in Properties Management	1
H Adm 553, Risk Management	2
H Adm 554, Mixed-Use Development	2
H Adm 650, Undergraduate Independent Study-Properties Management	V*
H Adm 750, Graduate Independent Research-Properties Management	V*
<i>Management Support—Communications</i>	<i>Credits</i>
H Adm 161, Keyboarding for Managers on the Macintosh	2
H Adm 266, Intermediate French: Le Français de l'Hôtellerie	3
H Adm 267, Intermediate Spanish: Español de Hoteleria	3
H Adm 364, Advanced Business Writing	2
H Adm 561, Organizational Communication for Managers	3
H Adm 562, Seminar in Management Communication	V*
H Adm 660, Undergraduate Independent Study—Communications	V*
H Adm 760, Graduate Independent Research—Communications	V*
<i>Management Support—MIS/Computers</i>	<i>Credits</i>
H Adm 274, Hotel Computing Applications	3
H Adm 374, End-User Business Computing	3
H Adm 571, Analysis and Design of Information Systems	3
H Adm 670, Undergraduate Independent Study—MIS/Computers	V*
H Adm 770, Graduate Independent Research—MIS/Computers	V*
<i>Management Support—Law</i>	<i>Credits</i>
H Adm 283, Law of Securities Regulation	1
H Adm 486, Historical Introduction to Public Hospitality Law (summer only)	3
H Adm 487, Real Estate Law	2
H Adm 680, Undergraduate Independent Study—Law	V*
H Adm 780, Graduate Independent Research—Law	V*
<i>Management Support—Other</i>	<i>Credits</i>
H Adm 690, Undergraduate Independent Study—Management Support (Other)	V*
H Adm 790, Graduate Independent Research—Management Support (Other)	V*

*Variable.

Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hotel or restaurant industries. Foreign language study at Cornell is characterized by small classes and emphasis on the spoken language. Students supplement their course work with study in a well-equipped language laboratory.

Further information on foreign language courses at Cornell, and placement in language courses, may be found in the College of Arts and Sciences program description under the Modern Languages, Literatures, and Linguistics section and also under the section Advanced Placement for Freshmen.

Graduate Curriculum

Candidates for the Master of Science or Doctor of Philosophy degrees should refer to the admission and degree requirements set forth in the *Announcement of*

the Graduate School. The student's program is developed with the aid and direction of a special committee, chosen by the student from members of the Graduate Faculty. This committee also approves the thesis.

Candidates for the Master of Professional Studies (M.P.S.) degree pursue one of four tracks in their graduate studies. Students whose undergraduate degrees are in areas other than hotel administration follow track I, for which the required two-year program is set forth below.

The curricula for M.P.S. tracks II and III are specifically designed for each student, based on previous experience and career goals. Students who hold four-year degrees in hotel administration from an institution other than Cornell qualify for the track II curriculum. A minimum of three residence units and 48 credits is required to complete track II. Track II students must take 12 credits in a concentration, 6 credits of monograph, 16 elective credits, and any required courses not yet completed prior to their arrival.

Track III is for students who hold a Bachelor of Science degree in hotel administration from Cornell. Two residence units and 32 credits are required to complete track III. Track III students must take 12 credits in a concentration, 6 credits of monograph, and 14 elective credits.

Track IV is for students who hold a master's degree and have no prior degrees in hotel administration. Three residence units and a minimum of 48 credits are required (if no required courses are exempted, 50 credits may be necessary to complete the program). Track IV students must take 12 credits in a concentration, 6 credits of monograph, prerequisites, and any required courses not yet completed.

All students are required to designate an area of concentration before their next-to-last term.

Each student also writes an investigative report or monograph, under the guidance of an adviser, to meet requirements for the M.P.S. degree.

Required Program for M.P.S. Track I Students

<i>Required courses</i>	<i>Credits</i>
H Adm 705, Business Policy	3
H Adm 718, Advanced Human-Resources Management	3
H Adm 725, Graduate Managerial Accounting in the Hospitality Industry	3
H Adm 726, Graduate Corporate Finance	3
H Adm 731, Graduate Food and Beverage Management	3
H Adm 732, Graduate Operational Food-Production Systems	3
H Adm 741, Marketing Management	3
H Adm 751, Project Development and Construction	3
H Adm 774, Information Systems for Hospitality Managers	3
H Adm 791, Quantitative Methods	3
H Adm 805, M.P.S. Monograph 1	3
H Adm 806, M.P.S. Monograph 2	3

<i>Specifically required credits</i>	36
<i>Concentration credits</i>	12
<i>Free elective credits</i>	16

Total credits required for M.P.S. Track I students **64**

Directed Study

Independent Research

Students may conduct independent research (directed study) projects in any academic area of the school under the direction of a faculty member. Credit is arranged on an individual basis. Only the first 3 credits of directed study may be credited against concentration credits during the undergraduate years. Additional directed study is credited against free

electives. To enroll in an independent research project, students must obtain written permission from the school before course registration.

Management-Intern Program

This program is open only to upperclass students. Students accepted into the program earn 12 credits, which can be applied as hotel electives or as free electives. With faculty approval some credits might be applied toward a concentration. Students enrolled in this program have an opportunity to combine managerial readings and previous course work with challenging work experience. Application for admission should be made one semester in advance. Guidance is provided by school staff members under the direction of a faculty committee. Management-intern positions are available at many locations worldwide, including several on the university campus. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. The student is charged reduced tuition.

Study Abroad

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, and England. Information on the many study abroad programs operating during the summer and academic year is available at the University Career Center.

Students should discuss their plans with the school's study-abroad representative, Professor William Kaven, so that all petition and credit evaluation procedures are followed.

Current Course Information

Because of the ongoing renovation program in Statler Hall, some of the building's facilities, including a few classrooms and laboratories, may not be available until mid-fall 1988. As a result, some classes and labs may be scheduled outside Statler Hall, in buildings usually reserved by other divisions of the university. In many cases these scheduling arrangements could not be made prior to publication of this book. Students are reminded that the most-accurate, up-to-date information regarding course schedules and descriptions may be found in the supplement issued for that semester by the school's registrar.

Organization Management Courses

102 Distinguished Management Lectures Fall. 1 credit. Limited to School of Hotel Administration students except by written permission. Elective.
F 1:25. Dean J. J. Clark.

A series of lectures given by nonresident speakers prominent in the hotel and restaurant industries and allied fields. Topics include career ladders, company profiles, and business-policy formulation.

103 Principles of Management Fall. 3 credits. Required.
Faculty.

A basic course designed to examine the functions and principles of management, alternative forms of business and organizations, managerial roles and relationships, organizational environments, and organizational purposes, policies, and practices. Students will often find themselves working in small groups.

203 Club Management Fall, 7 weeks only. 2 credits. Elective.
Faculty.

The private-membership club and how it differs from other forms of business in the hospitality industry.

Topics include constitution and bylaws issues, administration and interface with board of directors and committees, recreation management, labor management, and marketing of major tournaments.

204 Franchising in the Hospitality Industry

Spring, weeks 1-7. 2 credits. Elective.

D. E. Whitehead.

Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by franchisors. Case studies of leading motor-inn and restaurant companies currently offering franchises will be discussed. Guest speakers from the franchising industry.

205 Resort and Condominium Management

Fall or spring. 3 credits. Not open to freshmen. Elective.

M. A. Noden.

A lecture course in the operation of resort hotels and condominiums. Resorts of various types, seasons, and economic levels are considered. Emphasis is on the promotion of business, the provision of facilities, services, and guest entertainment. Contract and noncontract relationships with the travel industry are reviewed. Terminology, rental-pool agreements, S.E.C. regulations, state statutory requirements, developer-management-owner contracts, and relationships in condominiums are reviewed. Tax implications of both condominium ownership and management are fully considered.

303 Organizational Processes and Design

Fall or spring. 3 credits. Required.

C. Lundberg.

This course focuses on the design, development, and appropriateness of organizational systems, processes, and structures from a managerial perspective. Students will become familiar with alternative hospitality organizations through readings, cases, and field experiences.

304 Rooms-Division Management—Front Office and Reservations

Fall. Second 7 weeks only. 2 credits. Elective. Estimated cost of required field trip to Washington, D.C., \$100.

S. Weisz and visiting lecturers.

An introductory course concentrating on the fundamentals of rooms-division management. Areas of concentration include front-desk operations, reservations, housekeeping, and telephone departments. Particular emphasis on selling strategies, forecasting, rate efficiencies, labor management, and guest relations.

401 Seminar in Management Principles

On demand (see the registrar at the hotel school). 2 credits. Limited to 20 seniors and graduate students. Elective.

Faculty.

This course uses the case-study approach, and each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to review management principles and concepts and thus give the student an understanding of the type of report he or she is to prepare and of the analysis required during the discussion period.

402 Hospitality-Management Seminar

Fall. 1 credit. Limited to 20 seniors and graduate students. Elective.

Dean J. J. Clark and guest speakers.

A weekly meeting with the H Adm 102 speaker of the day. The subject matter will, therefore, vary from week to week, depending on the area of expertise of the speaker. Students will be expected to ask questions and enter into discussion, since the class will be relatively unstructured.

404 Management Organization of the Small Business

Fall or spring. 3 credits. Limited to 20 juniors, seniors, and graduate students with written permission of instructor. Prerequisite: H Adm 222, 226, or equivalent. Elective. Approximate cost of field trips, \$50.

P. Rainsford.

The course focuses on the entrepreneur and the decisions made in planning, financing, developing, and operating a new business venture. Case studies and guest speakers will be used. There will be one major term project, which will require the application of the course material to a field consulting project that will result in a written and oral report to the owner of the business and the Small Business Administration.

406 Integrated Studies in the Hospitality Industry

Fall or spring. 3 credits. Limited to 18 seniors and graduate students. Elective.

R. M. Chase.

Analysis of case studies involving issues of business strategy, human relations, administration, marketing, and finance. Students will apply course principles through participation in a restaurant-management simulation exercise. Student groups will make presentations to guest critics.

407 Seminar in Hotel Operations

Spring. 2 credits. Limited to 30 students. Elective. Estimated cost of field trip, \$100.

Faculty.

Management theory and practice of hotel operations. How to inquire carefully into real hotel situations will be a major focus of this course. Students will be actively involved in writing and discussing cases on current operations issues.

408 Casino Management

Fall. 2 credits. Limited to 50 School of Hotel Administration seniors and graduate students. Elective. Estimated cost of field trip, \$100.

Faculty.

The objective of this course is to provide the student with an understanding of the management responsibility of casino operations and of the operational differences between, and management philosophies of, casino and noncasino hotels. Overview and analysis of casino administration, with emphasis on relationships and responsibilities of the hotel general manager and the casino manager, marketing and junkets, physical layouts, licensing, government regulation, personnel and training, internal controls, and security systems. Includes field trip to Bally's Park Place Casino hotel in Atlantic City.

501 Creative Management for Innovation

Fall. 3 credits. Limited to 21 students. Elective.

F. Berger.

Through lectures, exercises, and group problem-solving sessions participants will analyze the characteristics of creative people and organizations, obtain an inventory of their own creative ability, examine blocks to creativity and ways to overcome them, discuss methods for leading creative problem-solving meetings, analyze strategies for producing organizational change, and apply creativity techniques to actual work problems.

502 Airline Management

Spring. 3 credits. Elective.

M. Noden.

The operating environment of both the domestic and international airline industries. Historic and current corporation cultures will be examined, and both pre- and postregulatory climates will be explored. Issues of control, financing, scheduling, competition, and pricing methodologies will be examined. Guest will provide additional insights into the dynamics of airline management.

601 Management Intern Program I—Operations

Fall, spring, or summer. 6 credits. Must be taken in conjunction with H Adm 602. Independent research.

602 Management Intern Program II—Academic

Fall, spring, or summer. 6 credits. Must be taken in conjunction with H Adm 601. Independent research.

603 Hotel Ezra Cornell

Fall or spring. Variable credit (maximum, 3). Prerequisite: written permission. Elective.

Faculty.

Elected board members of Hotel Ezra Cornell may receive credit for developing, organizing, and managing the April "hotel-for-a-weekend." Independent research.

701 Graduate Seminar in Hotel Operations

Fall. 2 credits. Limited to 30 graduate students. Elective. Estimated cost of field trip, \$100.

Faculty.

Intended to provide a working knowledge of the terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements consistent with fluctuating business conditions. This course will also pursue approaches designed toward maintaining operational control and evaluating overall performance within the hotel facility. Major topics include staff planning, budgeting, scheduling and payroll control, forecasting technique and practice, considerations for operating within the guidelines of collective bargaining, financial-statement analysis, and hotel case studies oriented toward productivity analysis. A required field trip to the participating hotel is an integral part of the study program. The field trip is usually scheduled for the second week of classes; therefore a student cannot miss the first week and register in the course. If a student intends to return to school one week late, he or she should not attempt to preregister for this course.

705 Business Policy

Fall or spring. 3 credits. M.P.S. requirement.

T. Cullen.

The integration and application of management concepts, theories, and practice to actual business situations. Students build upon and integrate academic and practical experience in the analysis of current problems, strategy formulation, and policy implementation. A generalist managerial perspective is developed.

Human-Resources Management Courses

211 Management of Human Resources

Fall or spring. 3 credits. Required.

Faculty.

A practically oriented approach to the problems of personnel management, starting with an introduction to the personnel function followed by the selection and placement of personnel; the role of supervision with emphasis on induction, training, communications, performance appraisal, and leadership style; a study of age and salary administration; motivation; and a discussion of union-management relations. Emphasis will be placed on class discussion and business and industry. (There will be two evening prelims. There will be two Saturday morning classes of two hours duration scheduled with special guest speakers.)

212 Human-Relations Skills

Fall or spring. 3 credits. Required.

Faculty.

Discussion and practice of human-relations skills necessary for managing people. Topics include supervising, motivating and communicating with employees, leading effective meetings, conducting creative problem-solving sessions, and time and stress management. Analysis of individual leadership skills and interpersonal and intergroup process skills will be emphasized.

311 Union-Management Relations in Private Industry

Fall. 3 credits. Limited to juniors, seniors, graduate students, and those who have received written permission of the instructor. Elective.

Faculty.

Major areas of study include the development of the trade-union movement in the United States, with emphasis on the history and structure of unions active in all phases of the hospitality industry; federal and state laws governing the bargaining relationship, including the role of the National Labor Relations Board; the collective-bargaining process, including negotiations and contract administration and the critical role of conciliation procedures (such as mediation and arbitration) in keeping industrial peace.

313 Training for the Hospitality Industry Fall. 3 credits. Limited to 24 students. Prerequisite: H Adm 211. Elective.

Faculty.
Training is a fundamental responsibility of hospitality managers and a primary solution to human-resource management problems. The training function within the hospitality industry will be analyzed, and a training and employee development model will be presented. Related subjects such as learning theories, task analysis, the writing of objectives, training methods, and program evaluation will be covered at both the conceptual and experiential levels. Students will gain experience designing and implementing a training program for a hospitality organization.

414 Organizational Behavior and Small-Group Processes Fall. 3 credits. Limited to 30 hotel juniors, seniors, and graduate students by written permission of the instructor. Elective.

Faculty.
Applications of organizational behavior principles will be explored through lectures, case studies, and management games and exercises. Students will participate in experiential laboratories aimed at enhancing their effectiveness as members or leaders of groups. Topics that will be studied include leadership, decision making, motivation, power, and organizational change.

416 Special Studies in the Management of Human Resources Fall or spring. 3 credits. Limited to seniors and graduate students, except for those who have received written permission of the instructor. Prerequisite: H Adm 211. Elective.

Faculty.
A totally case-study approach to the problems and challenges of managing people in business organizations. Actual cases are presented by individuals who were involved in the cases. Student (suggested) resolution of the cases will be compared to the resolution that actually took place.

511 Seminar in Current Labor Relations Problems in the Private Sector Fall or spring. 2 credits. Limited to graduate students. Elective.

Faculty.
A study of current issues facing labor and management in the private service sector, both unionized and nonunion, with special emphasis on the hospitality industry. For spring 1989 the concentration will be on dual pay systems, productivity, grievance machinery, and other items of current interest. A reading packet and list will be supplied to students enrolled in the course well in advance of the first class meeting. The course will include a field trip to New York City. Note: One additional credit may be earned by undertaking a directed research project (H Adm 610).

512 Managing Organizational Change and Productivity Spring. 2 credits. Limited to juniors, seniors, and M.P.S. students. Elective.

C. Lundberg.
The critical issue facing managers today is how to cope with the endless barrage of socio-technological changes that confront them daily. Effective leaders must be able to plan strategies that will enable environmental changes to be directly assimilated into overall organizational development processes. This course will emphasize managerial techniques to identify changes in the organizational environment and will provide hands-on practice in the design of a productivity improvement program as a mechanism for organizational development.

513 Situational Leadership and Organizational Behavior Fall or spring. 2 credits. Limited to juniors, seniors, and M.P.S. students. Elective.

K. Blanchard and faculty.
How managers can successfully accomplish the goals of the organization through the efforts of employees. Emphasis will be on recent theories of motivation, behavior, and leadership, with direct application to the hospitality industry. Students will learn the basics of situational leadership and be able to apply this knowledge to managerial positions.

718 Advanced Human-Resources Management

Fall or spring. 3 credits. Limited to 18 graduate students. Prerequisites: introductory psychology and H Adm 211 or equivalent. M.P.S. requirement.

F. Berger.
The focus will be on development of human-resource management skills and exploration of the dilemmas and responsibilities of leadership. Students will gain insight into their patterns of management behavior by integrating conceptual material with management games and simulations, interaction analysis, and constructive feedback.

Financial Management Courses

120 Survey of Financial Management Fall or spring. 2 credits. Limited to students outside the School of Hotel Administration.

J. Bower.
A survey of accounting principles, financial statements, cash forecasting, and cash budgeting, and an introduction to financial analysis. Intended for students who desire a general knowledge of the language of business and finance. May be taken with H Adm 322 to include the investment aspects of financial management.

123 Financial Accounting Principles Fall or spring. 3 credits. Limited to students outside the School of Hotel Administration.

D. Raab.
An introduction to the basic principles of accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

125 Finance Fall or spring. 3 credits. Limited to students outside the School of Hotel Administration.

J. Wasieff.
An objective study of the financial function in a profit-oriented enterprise. Important concepts include cash flow, the time value of money, and capital budgeting. Emphasis is on the analysis of accounting information, problem solving, and decision making.

225 Financial Accounting Fall. 3 credits. Limited to hotel students. Required.

D. H. Ferguson.
The basic principles of accounting, including transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

226 Financial Management Spring. 4 credits. Open to hotel school undergraduates only. Required. Limited to 50 students per lab. Prerequisite: H Adm 225 or equivalent.

S. A. Carvell, A. N. Geller.
The course will facilitate a broad understanding of both managerial accounting and finance. The overall objective is to develop skill in using accounting information for managerial planning, control, and evaluation and to learn to incorporate accounting knowledge into a framework for short-term and long-term financial decision making. Topics will include budgeting, current asset management, financing, capital budgeting, cost of capital, and problems in international finance and accounting.

321 Hospitality Management Contracts Spring. 7 weeks only. 1 credit. Elective.

J. Eyster and guest lecturers.
The negotiation and the administration of hospitality management contracts are discussed with major emphasis on contract concerns of owners and operators, financial assessment of owner and operator returns, development of negotiation strategies, and alternative forms of operating agreements.

322 Investment Management Fall or spring. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

A. Arbel.

The course covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, bonds and stocks valuation models, risk-return analysis, behavior of security prices, portfolio analysis, and portfolio management. The course also covers the capital asset pricing model, the generic stock investment strategy, and the screen-to-profile approach and their practical implications for security analysis and investment management. Computer-assisted analysis is discussed and applied in a realistic manner, using large data bases and interactive screening computer packages. No previous knowledge of computers is required.

323 Real-Estate Finance Spring. 3 credits. Prerequisite: H Adm 325 or equivalent. Elective.

J. Eyster.
Methods of analyzing real-estate returns for both owners and lenders and various equity and debt structures, to include: joint ventures; limited partnerships; syndications; construction mortgages; "permanent" debt financing vehicles, to include participating, convertible, seller-financial, and government-assisted loans and mortgages; work-out strategies for distressed properties; and analysis of various forms of operating agreements, to include management contracts, leases, franchises, and referral agreements. Presentations by hospitality-industry real-estate practitioners will tie course material to current industry practices.

325 Hospitality Financial Management Fall. 3 credits. Required.

J. Eyster.
The course integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Specific topics include uniform system of accounts, revenue and expense tracking and internal control, accounting systems, ratio and comparative analysis, capital budgeting decision making, equity and debt-financing structures, and operating agreement forms. Students analyze hospitality operations and projects using the above techniques and present their findings in management report form.

326 Corporate Finance Fall. 3 credits. Prerequisite: H Adm 222 or equivalent. Limited to juniors and seniors. Elective (concentration requirement).

S. A. Carvell.
In-depth analysis of corporate financial management, including financing alternatives and capital structure decisions, cash management, capital budgeting decisions, risk analysis, and working-capital management.

328 Cost Accounting Spring. 3 credits. Prerequisite: H Adm 221 or equivalent. Elective.

D. H. Ferguson.
Emphasis is on the use of cost-accounting information for managerial planning, control, analysis, and evaluation. The coverage will include the principles of cost accounting, cost-accounting systems, budgeting, and analysis and control, as well as the special topics of joint products and by-products, transfer pricing, responsibility accounting, and performance measurement. The course explores advanced managerial accounting concepts and their application to the hospitality industry. Case studies will be used.

329 Financial Decision Support Systems Spring. 3 credits. Prerequisite: H Adm 326 and permission of instructor. Elective.

S. A. Carvell.
The course will integrate computer learning and corporate finance. A number of computer decision-support software packages will be used; each will concentrate on a different area of corporate finance. Students will apply financial decision making to case studies and will be expected to use the decision support system to its fullest extent to solve the problems presented.

421 Internal Control in Hotels Spring. 2 credits. Limited to 30 juniors, seniors, graduate students, and others who have received permission of instructor. Prerequisite: H Adm 325 or 725, or equivalent. Elective.

A. N. Geller.

Discussion of problems encountered in distributing the accounting and clerical work in hotels and restaurants so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control are examined.

422 Taxation and Management Decisions Fall. 2 credits. Limited to 50 juniors, seniors, and graduate students. Elective.

A. J. Sciarabba.

An introduction to tax advantages and disadvantages of various organizational structures, including corporations, partnerships, and Subchapter S corporations; financial-information reporting to tax authorities and shareholders and how they differ; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investment and development.

521 Seminar in Financial Management Spring. 3 credits. Prerequisite: H Adm 326, H Adm 726, or equivalent. Elective.

Faculty.

The central topic of this seminar is creative financing, including new approaches to equity financing, debt financing, and investment methods based on recently discovered market anomalies. Current literature and advanced research methodology are discussed and critically evaluated. Students conduct independent empirical research that is presented in the seminar step-by-step, starting with the planning stage and concluding with a presentation of the final report. Creativity and originality in topic selection, research methodology, and practical implications are emphasized. The seminar requires extensive use of computers and data bases.

724 Analysis and Interpretation of Financial Statements Fall. 3 credits. Open to seniors and M.P.S. students. Prerequisite: written permission of instructor prior to enrollment. Elective.

A. N. Geller.

The course covers the financial accounting issues that are encountered in reporting the results of operations for corporate enterprises. Accounting principles as well as future extensions will be explored and discussed. Emphasis will be on the components of financial statements, how and why they are reported, and their impact on the overall financial position of the firm and its acceptance in capital markets. The underlying objective of the financial statement expertise will be to analyze a firm as a whole and interpret that analysis. Emphasis will be on both outsiders' views of the company and decision making through interpretation of the statements.

725 Graduate Managerial Accounting in the Hospitality Industry Fall. 3 credits. Required M.P.S. course.

A. N. Geller.

Hotel and restaurant accounting systems that provide decision-making information to management are reviewed. Methods of operational analysis for hospitality properties are evaluated and utilized to include ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, and the use of feasibility studies in long-term capital-budgeting decisions. Stress is placed upon the student's ability to communicate analytical results through the use of management letters.

726 Graduate Corporate Finance Spring. 3 credits. Open to graduate students only. Prerequisite: H Adm 726. Recommended: knowledge of algebraic techniques and elementary statistics (students who have not recently had a statistics course are urged to study review books in mathematics and elementary statistics). Required M.P.S. course.

A. Arbel.

An introduction to the principles and practices of business finance, including the development of theory and its application in real-life projects. Topics include risk analysis, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing, financial planning, short- and intermediate-term financial management, and mergers and consolidations. Computer-assisted decision-support models are applied in a realistic manner using interactive packages. The course assumes knowledge of quantitative techniques and basic statistics.

727 Financial Decision-Support Systems Fall. 3 credits. Prerequisite: H Adm 726 and permission of instructor. Graduate elective.

S. A. Carvell.

The course will integrate computer learning and corporate finance. A number of computer decision-support software packages will be used; each will concentrate on a different area of corporate finance. Students will apply financial decision making to case studies and will be expected to use the decision-support system to its fullest extent to solve the problems presented.

729 Hospitality Investments and Portfolio Fall. 3 credits. Prerequisites: background in economics (H Adm 281/282 or equivalent, H Adm 726 [or 326] and H Adm 725 [or 325]); undergraduates with adequate background and special motivation may be accepted; written permission of instructor required. Elective.

A. Arbel.

The course will cover institutional and analytical aspects of security analysis and investment management, with special emphasis on the hospitality industry: securities markets, sources of investment information, risk-return analysis, bond and stock valuation models, behavior of security prices, portfolio analysis, and portfolio management.

Food and Beverage Management Courses

135 Culinary Theory and Practice Fall or spring. 4 credits. Required.

T. Neuhaus, T. O'Connor, B. Richmond.

This course is designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food-service sanitation. Students will research recipes, prepare menus and production schedules, and evaluate the quality of final products. The course also presents food and beverage operation types, their associated menus, and dishes and preparation techniques that distinguish them.

235 Food and Beverage Management Fall or spring. 4 credits. Limited to Hotel students only. Prerequisite: H Adm 135. Required.

D. Romm.

An introduction to the principles of food and beverage management, beginning with an overview of the food and beverage industry at large. Attention is focused on major industry segments and current trends. The applicability of service management concepts is examined. Subsequently, detailed consideration is given to the components of the food-service delivery system: marketing, menu planning, logistical support, production, service, controls, and quality assurance. Product and systems differentiation in various industry segments are emphasized throughout.

335 Restaurant Management Fall. May be offered spring 1989. 4 credits. Prerequisites: H Adm 135, 235. Required.

T. Kelly, R. White, G. Pezzotti.

A restaurant-management course in which each student participates as a manager of a fine-dining operation. Lectures cover the general management function of restaurant operations, including such topics as restaurant analysis, the consumer's view of the dining experience, and computer applications in the restaurant environment. Case studies dealing with actual restaurant issues will require the student to draw

on the materials learned in previous courses. All aspects of production and service in a fine-dining setting will be demonstrated, discussed, and, to a great extent, experienced. The laboratory includes an extensive hands-on managerial experience as well as providing an opportunity for the student to become familiar with the various line positions in the restaurant. As manager, the student is required to prepare a complete planning and summary report. Students are required to provide their own French knife, paring knife, corkscrew (screwpull or captain's), and meat thermometer, as well as portions of the service-production uniforms. Approximate cost of utensils and manual, \$60.

336 Principles of Nutrition Fall. 3 credits. Prerequisites: H Adm 135 and 235, and corequisite 337, or permission of instructor. Elective.

M. Tabacchi.

Designed especially for students interested in the nutritional aspects of the restaurant industry, particularly health spas and hotels that emphasize nutrition and fitness. The nutrient composition of fresh and processed foods, nutrient handbooks, recommended daily allowances, dietary goals as related to restaurants, nutrition labeling, additives, special diets, fad diets, and weight control are studied. The laboratory sessions emphasize creative production of high-quality, nutritious food. The uses of nutrients and nutrient interactions are emphasized. An excellent elective for upperclass and graduate students.

337 Food Composition and Properties: Chemical and Microbiological Aspects Fall or spring.

4 credits. Prerequisites: H Adm 135 and 235 (may be taken as a corequisite). Elective.

T. Neuhaus, B. Richmond.

A study of the chemical and microbial properties of raw and cooked foods used and served in the food-service industry. Lectures cover the chemistry of water, carbohydrates, fats, and proteins in relation to food groups. Labs provide the opportunity to produce menu items and to relate food-production techniques to material presented during lectures. Emphasis is placed on development of the student's sensitivity to flavor, texture, aroma, and appearance, and on awareness of food safety. The course ends with a study of convenience foods and the additives used to prolong shelf life and improve handling.

430 Introduction to Wine and Spirits Fall or spring. 2 credits. S-U grades only. Open to juniors and seniors in the Hotel School and seniors and graduate students in all other colleges. All students must be 21 years old. Elective.

S. A. Mutkoski, C. Muller.

An introduction to the major wine-producing regions of the world, and what the consumer needs to know to purchase wine, spirits, and beers at retail outlets and in a restaurant setting. Lecture topics will include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wine, and wine etiquette. Samples from a variety of countries, regions, and vineyards will be evaluated. (Preregistered students who do not attend the first class and fail to notify the course secretary of their absence are automatically dropped from the instructors' records. The student must then follow the normal drop procedure in his or her school.)

431 Seminar in Independent Restaurant Operations Management Fall or spring. 3 credits. Limited to 12 students. Prerequisite: written permission of instructor. Field trips required. Elective.

T. J. Kelly.

The course is designed for students who have a strong interest in food and beverage operations and who may be considering a career as an entrepreneur. Under the supervision of the instructor, and using student-developed case studies, the students will visit and analyze various independently owned restaurant operations. Analysis will cover, but will not be limited to, the restaurant's concept and market, organization, ownership, management, physical structure, staff, front-of-the-house operations, back-of-the-house operations, and fiscal integrity. Classes will alternate weekly between field trips and seminar/case presentations.

The student can expect to incur expenses over the term of the semester of no more than \$250 due to the five field trips.

433 Food-Service Management in Business, Industry, and Health Care Facilities Fall or spring. 3 credits. Limited to 25 students. Prerequisite: H Adm 235 or equivalent. Elective.

T. O'Connor.

This course is designed to explore and analyze the food-service management in business, industry, and health-care facilities, such as in office and industrial complexes, airline catering, educational institutions, contract companies, and hospital and extended-care facilities. Characteristics of organizational structures, job descriptions, controls (food, human resources, quality), systems design, specialty equipment, and government regulations will be presented. Course work involves readings, small investigative projects, discussion, short local site visits, and one field trip to a metropolitan area.

434 Dessert Merchandising Fall or spring. 3 credits. Prerequisites: H Adm 331 or 732. Elective.

T. Neuhaus.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. The student develops production skills, and an appreciation of quality and, by the end of the course, should be able to estimate the resources and time required for producing a particular recipe.

435 Selection, Procurement, and Supply Management Fall or spring. 3 credits. Limited to 30 students. Prerequisites: H Adm 235 or 731. Elective.

G. Norkus and R. Spies.

The objectives of this course are to assist the student in developing, understanding, and applying concepts of purchasing and supply management, and to show how to establish and professionally manage such a system.

436 Beverage Management Spring. 2 credits. Limited to 30 hotel students. Prerequisite: completion of H Adm 430. Elective, concentration requirement.

S. A. Mutkoski, C. Muller.

This course is designed to meet the needs of upperclass students interested in food and beverage management, specifically dealing with the current responsibilities of the service of alcoholic beverages. Lectures will develop skills and awareness of Dram shop; staff training and responsible customer control; beverage pricing; food and wine pairings; wine-list development; purchasing, storage, and service; wine regions; cost controls and loss prevention; and creative beverage merchandising. Numerous guest lecturers will highlight industry trends and outlooks. Advanced tastings will be conducted during class.

437 Cultural Cuisines Fall. 3 credits. Limited to 20 students. Prerequisites: H Adm 135, 165, or equivalent. Elective.

T. O'Connor.

This seminar will explore various cuisines in terms of history, life-style, and foods peculiar to a culture. Through readings, research, and meal preparation, students will explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to make comparisons and draw relationships among foods of different cultures. Each student will be involved in research reports, oral presentations, and designing and orchestrating the preparation of menus.

536 Nutrition and Fitness in the Resort, Hotel, and Spa Industry Spring. 3 credits. Open to juniors, seniors, and graduate students. A previous course in nutrition or food science is helpful but not required. Elective.

M. Tabacchi.

Especially designed for students who are interested in the fitness and nutrition trend in private restaurants, resorts, and hotels. This course will also include the benefits of exercise, fitness, and nutrition as it affects the individual. Nutritious menu design and the design of fitness programs, equipment, and facilities will be emphasized. Personnel required and legal, medical,

and managerial implications will be discussed. Guest speakers from various spas, wellness centers, and fitness centers will be included.

537 Airline Food-Service Management Fall or spring. 2 credits. Prerequisites: H Adm 235, registration in both 235 and 437, or permission of instructor. Elective.

M. Tabacchi and faculty.

Some aspects of food and beverage management are specific to airline food service. This course provides students with such information for career purposes, including management; personnel and human resources; centralized purchasing; menu design; food production, cooling, and rethermalization; sanitation and FDA and USDA regulations; vendor and convenience foods; and facilities, equipment, and transportation of food products. Guest speakers representing various sectors of the industry (inflight feeding and catering companies, airline food and beverage managers, and entrepreneurs who provide goods and services to the industry) will be included. The course includes some case studies, and one or two field trips are essential; expenses for field trips will not exceed \$250.

731 Graduate Food and Beverage Management Fall. 3 credits. Limited to hotel graduate students. Estimated cost of field trip, \$150. Required M.P.S. course.

S. A. Mutkoski, C. Muller.

This course will present state-of-the-art food and beverage knowledge, skills, and attitudes that are being practiced in the hospitality industry. Upon completion of the course each student should possess knowledge of menu planning, merchandising, purchasing, and service. Managerial skills on how to research and document policies, procedures, and standards; how to plan, organize, staff, and direct activities.

732 Graduate Operational Food-Production Systems Fall or spring. 3 credits. Prerequisite: H Adm 731. Estimated expense for clothing and utensils, \$95. Required M.P.S. course.

D. D. Aprix, R. Spies.

The course is designed to teach and apply the fundamentals of food-production systems, from menu planning through service, and to give the student confidence in managing a commercial kitchen or dining room. The evening lab provides in-depth exposure to foods and the techniques used to produce various styles of cuisines. The lecture-demonstration provides further exposure to managerial as well as technical skills.

Marketing and Tourism Courses

243 Principles of Marketing Fall or spring. 3 credits. Not open to freshmen. Required.

W. H. Kaven.

This course is intended to provide the undergraduate hotel administration student with an overview of the discipline of marketing as it applies to the hospitality industry. The primary aim is to understand how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, and the external operating environment. A second aim is to show how the special nature of services affects the development of marketing strategies in the hospitality industry.

244 Tourism I Fall. 3 credits. Also open to students outside the School of Hotel Administration. Not open to freshmen. Elective.

M. A. Noden.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism will be carefully examined. Students will be familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass-volume tourist demand upon destination development will be explored through the use of selected limited case studies. A series of guest lectures by well-known experts from the travel industry

will highlight the economic operations and effects of tourism in both the public and private sectors. This course is open to all students in the university and will serve as the principal prerequisite for the advanced course.

441 Advertising Strategies Spring, weeks 1-7. 3 credits. Limited to 50 seniors and graduate students. Prerequisites: 3 credits each of psychology and marketing, or permission of instructor. Elective.

P. Yesawich.

The development of effective advertising strategies for consumer goods and hospitality services. Lectures will focus on principles drawn from psychology, communication theory, and marketing.

444 Tourism II Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: H Adm 244 plus six credits in economics and/or marketing, or equivalents, or written permission of instructor. Elective.

M. A. Noden.

An advanced course in the study of tourism. Emphasis will be placed on the development of the tourism industrial base and development and financing of superstructure and infrastructure. Econometric model development for demand predictions will be examined and analyzed. Students will be expected to engage in a wide range of discussion and analysis of the effects of tourism on various environments in social and economic terms. Case studies of various tourism-generating areas will be used. Occasional guest lectures will be given by experts in both public and private sectors.

449 International Marketing in the Hospitality Industry Fall. 3 credits. Prerequisites: H Adm 281 and 282. Elective.

W. H. Kaven.

This course will develop students' understanding of international marketing with emphasis on hospitality-industry applications. It will focus on (1) the similarities and differences that exist between domestic and international marketing and (2) the conduct of international marketing in various segments of the world.

541 Marketing Communications Strategy Fall. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: a previous marketing course. Elective.

W. H. Kaven.

Students will learn about the key variables in marketing communication and their proper application in situation analysis; determination of objectives and budgets; analysis of media resources; message creation; and organization, coordination, and evaluation of the promotional program. The course will use text material, case studies, readings, lectures, and key speakers. Upon completion of the course the student should be able to develop, organize, and produce a credible promotion strategy and plan of action.

542 Marketing Communications II Spring. 3 credits. Elective.

W. H. Kaven.

For course information, see the registrar of the hotel school.

543 Marketing Research Fall or spring. 3 credits. Limited to 35 students. Open to hotel graduate students. Prerequisites: previous marketing course and 3 credits of statistics or H Adm 791. Elective.

L. M. Renaghan.

The nature and use of marketing research in the hospitality industry. The emphasis is on the management of the process rather than technical aspects of research methodology. Students will have extensive opportunity to critique methodology, analyze data, present results, and make management recommendations.

544 Services Marketing Spring. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course. Elective.

L. M. Renaghan.

Marketing principles applicable across the entire service sector. The marketing strategies of many

service-industry firms are evaluated. New marketing approaches uniquely applicable to services are considered, as well as the reformulation of traditional principles from consumer- and industrial-goods marketing.

741 Marketing Management Fall. 3 credits. Required M.P.S. course.

L. M. Renaghan.
The management of the corporate marketing function, with emphasis on firms in the hospitality industry. The emphasis is on developing the student's organizational, analytical, and decision-making capabilities through involvement in case experiences. No prior marketing knowledge is assumed.

742 Strategic Market Planning in the Hospitality Industry Fall. 3 credits. Elective.

Faculty.
The application of strategic market planning concepts to firms involved in various aspects of the hospitality industry. Topics include the concept of corporate mission, using marketing concepts to establish corporate goals and objectives, techniques of analyzing businesses, turnaround management, and strategy formulation and implementation. These topics will be covered through the use of articles, readings; lectures, guest speakers, and case studies.

Properties Management Courses

255 Facilities Development and Planning Spring. 3 credits. Required.

R. H. Penner.
An introduction to, and management overview of, the problems and opportunities inherent in the development and planning of hospitality facilities. Course components include the project-development sequence; conceptual and space planning; architectural, engineering, and construction criteria; and the interpretation of architectural and consultant drawings. The emphasis is on setting appropriate requirements, understanding industry practice, and implementing decisions within a balanced design, operations, and financial framework.

256 General Insurance Fall. 3 credits. Elective.

K. McNeill.
Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is on fire insurance, casualty insurance, and multiple-peril policies. Covered are such topics as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business-interruption, marine, burglary, crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and types of insurers.

350 Personal Real-Estate Investments Fall or

spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective.

D. Sher.
The course covers the advantages and disadvantages of investing in real estate and how to maximize gain and minimize risk and possible loss. Topics include the economics of real estate, tax shelters, and financial leverage; types of personal real-estate investments; risk analysis, cash flow, and return on investment; sources of financing; joint ventures and syndications; and acquisition and development of real estate. Recitation sessions will deal with the methodology and calculations of real-estate analyses.

351 Hospitality Facilities Design and Analysis

Fall. 3 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Concentration requirement.

R. H. Penner.
A lecture-studio course dealing with property development, planning, and design by focusing on the interpretation and analysis of restaurant and hotel plans. Students learn basic graphics techniques and apply them to planning problems for hospitality facilities. The course features one-day field trips to

nearby hotels and restaurants; some under construction, and includes a final project dealing with the design of a major lodging or restaurant facility.

352 Hotel Planning and Interior Design Spring. 3 credits. Prerequisite: H Adm 458. Minimum cost of required field trip, \$200. Elective.

R. H. Penner.
A project course concerned with hotel planning, interior design, and renovation. Students will establish the operator's criteria for the design of hotel guest rooms and public areas, prepare budgets, and develop preliminary conceptual designs leading to a substantial graphic presentation at the end of the term. Drawing ability is essential.

353 Introductory Food-Service Facilities Design

Spring. 3 credits. Limited to 15 students. Prerequisites: H Adm 458, 335, or 732 (coregistration) and written permission of instructor. Elective.

M. H. Redlin.
A course designed to familiarize the student with the basic concepts of food-service facilities design and planning. Studies are carried out to determine space allocation for kitchen, refrigeration, storage, waste disposal, and service areas. Development of basic production work flow in the preparation and service areas is emphasized. The basic requirements for the selection of equipment using industry standards for production capability, quality of construction, and ease of maintenance are covered. The students will plan, design, and write specifications for a small- to medium-size restaurant kitchen.

355 Hospitality Facilities Construction and Operation Fall. 3 credits. Required.

D. M. Stipanuk.
The construction process, including project management, scheduling, contracts, materials, methods of installation, and cost considerations. An overview of building mechanical and electrical systems selection, installation, and operation. The responsibilities of the engineering-maintenance department.

356 Risk Management Spring. 3 credits. Elective.

D. M. Stipanuk.
Issues of risk management as applied to life safety, security, and disaster preparedness. Life safety concerns include fire protection, workplace safety, and right-to-know requirements. Security concerns include both property and personal security. Product tampering and liability concerns will be addressed in the context of risk-management activities directed at disaster preparedness. Hospitality-industry applications are stressed.

357 Advanced Development and Construction

Fall. 3 credits. Elective.

Faculty.
Advanced treatment of the development and construction process, including the roles of the developer, owner, operator, architect, and engineer; and construction methods, project management, and pre-opening activities. Corporate development strategies will be emphasized.

358 Hospitality-Industry Real Estate Spring.

3 credits. Prerequisites: H Adm 226, micro- and macroeconomics, or equivalent, or written permission of instructor. Elective.

D. Sher.
Real estate as a capital investment in the hospitality industry and related industries. Lectures will cover the role and importance of real estate in the retail environment; the relationship of real estate to the marketing strategy of a company and its investment decisions; the marketing and merchandising of real estate; the financing of real estate; and the effects of existing real-estate financing on a company's overall corporate financial structure and on its ability to raise funds for future expansion. A field trip and case studies will deal with the application of these topics in existing situations.

451 Seminar in Properties Management Fall.

1 credit. Concentration requirement.

D. M. Stipanuk.
A course in which faculty, graduate students, and invited speakers present and discuss issues in facilities design, development, and operation.

[453 Advanced Food-Service Facilities Planning and Design] Spring. 3 credits. Prerequisite: H Adm

353 or equivalent. Hotel elective. Not offered 1988-89.

Faculty.
A course designed to employ the basic concepts of food-service facilities design and planning in advanced applications. Facilities for a medium-size hotel are developed. Emphasis on preparing a program, developing equipment layouts, and making presentations to clients.]

[454 Restaurant Planning] Fall. 3 credits.

Prerequisite: H Adm 355 or 751. Elective. Not offered 1988-89.

Faculty.
Development, design, and construction of restaurants. Topics include market analysis, site selection, menu development, space allocation, trade practices, regulations, equipment and furnishings, cost estimations, financial analysis, and management responsibilities.]

456 Hospitality Facilities Management Spring.

3 credits. Elective.

D. M. Stipanuk.
Management of the physical plant of commercial buildings. Basic building systems design and operation. Physical plant maintenance, planning, and budget development; and management of energy programs. Case studies of hospitality facilities.

554 Mixed-Use Development Fall. 2 credits.

Limited to 75 seniors and graduate students. Prerequisites: a course in finance, real estate, or development or comparable work background. Anticipated cost of field trip, \$200. Class begins Monday, September 5. Elective.

D. Sher.
This course defines the basic characteristics of mixed-use developments: their design, financing, marketing, and operational management. The role of hotels and food-service facilities in such developments is considered. Guest lecturers will be included in the course to discuss case studies and current trends. A field trip will be either on a weekend or over fall break.

751 Project Development and Construction Fall.

3 credits. Required M.P.S. course.

R. H. Penner.
The major elements of the project-development, hotel-planning, and construction process. Topics include the role of the development team, feasibility studies, functional planning and design, financing techniques, construction contracts, project scheduling, interpretation of architectural drawings, and building construction.

Communication Courses

161 Keyboarding on the Macintosh Fall, spring, or summer. 2 credits. Limited to 25 students per section. Elective.

B. David.
An introduction to the Macintosh computer and a beginning course in alphanumeric and numeric keyboarding. Students will learn word-processing skills during the second half of the course.

165 Managerial Communication: Writing

Principles and Process Fall or spring. 3 credits. Each lecture limited to 20 students. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Must be completed in the student's first or second semester after registering in

the school or upon being sponsored by the school to the Division of Unclassified Students. Required.

D. Jameson, D. Flash, J. Lumley, J. Brownell, E. Huettman.

An introduction to communication, primarily written, within a business context. Students learn how to conceive, plan, and develop those written materials that provide much of the information that people in business need to form judgments and make decisions. Focusing on the specific principles, needs, and responsibilities of business communication, the course introduces students to the writing process: analyzing; organizing; using research sources; developing substance; and writing in a clear, precise style. Students write a variety of reports requiring different analytical approaches.

266 Intermediate French: Le Français de l'Hôtellerie (see also French 123S) Spring. 3 credits. Limited to 12 students in each recitation section. Prerequisites: French 123 or equivalent or written permission of instructor. Elective.

A. Grandjean-Levy.

This course offers continuing study of the French language, in the context of business affairs, with specific emphasis on the hospitality industry. Presentation of material will consider cultural, geographic, economic, historical, political, and social contexts within which the business functions. The course will be conducted in French, emphasizing a conversational approach. Specialized situations and vocabulary will be used in building general competence in practical usage. Students with good spoken skills and a special interest in the hospitality industry will be given priority for admission to the course.

267 Intermediate Spanish: Español de Hotelería (also Spanish 123S) Spring. 3 credits. Prerequisites: Spanish 123 or equivalent (CPT score of 560 or above) and permission of instructor. Limited to 12 students. Elective.

E. Dozier.

An intermediate-level Spanish course with emphasis on vocabulary related to the hospitality industry. Oral practice will take place in specific context dialogues and by presentations on cultural, geographic, historic, economic, political, and touristic characteristics of Latin American countries and Spain. The written part of the course will consist of forming a file of correspondence relating to diverse aspects of the industry. Students with a special interest in the hospitality industry will be given priority for admission to the course.

364 Advanced Business Writing Fall or spring. 2 credits. Limited to 15 juniors, seniors, and graduate students. Prerequisite for undergraduates: H Adm 165 or completion of student's freshman writing requirement. Elective.

D. Flash, D. Jameson.

This course focuses on the written communications that demand special persuasiveness and control of tone. Writing assignments will give students a chance to apply the theories of communication, semantics, and human relations covered in the course. The kinds of communications that will be analyzed, evaluated, and written include persuasive messages to subordinates and superiors in an organization; sales letters and other promotion materials; and negative messages such as refusals, rejections, and responses to complaints. One major topic covered is the planning and executing of a job-hunting campaign, for which students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

365 Managerial Communication: Interpersonal Relationships in Organizations Fall or spring. 3 credits. Limited to 24 juniors and seniors per lecture. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Prerequisite: H Adm 165 or completion of student's freshman writing requirement. Required.

J. Brownell, A. Simon, D. Jameson, D. Flash.

A broad study of communication in a management context. This course emphasizes the significant role of communication in developing work relationships that

enable managers to achieve their goals. It presents the theories and principles of communication that underlie effective interpersonal interaction. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including interacting one-to-one, working in groups, and formally developing and presenting ideas to larger audiences.

561 Organizational Communication for Managers Spring. 3 credits. Limited to 15 graduate students; recommended for second- or third-semester M.P.S. students. Elective.

D. Jameson, J. Brownell.

A course in organizational communication focusing on the complex interactions that occur when people communicate in corporations and other organizations. Using business cases and examples, the course highlights such topics as the political, sociological, ethical, and psychological dimensions of business communication; analysis of communication problems and barriers; and design of organizational strategies to communicate effectively, whether one-to-one, in small groups, or with larger audiences. Each case is linked with an application exercise that helps students perfect their abilities to write, give oral presentations, or interact effectively with others in a professional, managerial context.

562 Seminar in Management Communication

Fall or spring. Variable (1–3) credits. Limited to juniors, seniors, and graduate students. Elective.

D. Jameson, A. Simon, J. Brownell.

A "special topics" course, with the theme selected each semester on the basis of student and industry needs as well as faculty expertise. Most recent offering: "Intercultural Communication in Business" (3 credits). See school registrar or communication-area faculty coordinator for details about current topic.

MIS/Computers Courses

170 Macintosh Tools Spring. 3 credits. Limited to 25 students; open only to students outside the hotel school.

B. David.

An introduction to business information systems and computer tools. Students learn basic business computing concepts such as system integrity and the user interface. Finally, the course introduces the student to the personal computer, using electronic spreadsheet, graphics, and word-processing applications. Work is carried out on a Macintosh computer using Microsoft Word and Microsoft Excel.

174 Information Systems Fall. 3 credits. Required.

R. Moore.

An introduction to business information systems and computer tools. Students learn basic computing concepts such as system integrity, the user interface, and problem definition. File processing and databases are introduced to provide an understanding of computing as it applies to the hospitality industry. Finally, the course introduces electronic spreadsheet, graphics, and word-processing applications. All work is carried out on a Macintosh computer. Rudimentary knowledge of BASIC is recommended but not necessary.

274 Hotel Computing Applications Fall or spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

R. Moore.

The course exposes students to concepts of data-base management and management information systems as they relate to computing technology in the hospitality industry. Specific areas covered are hotel systems, wide-based reservations systems, communications, and food and beverage systems. Laboratories will provide actual experience with computer-based systems.

374 End-User Business Computing Tools Fall or spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

R. Alvarez.

This course explores the personal computer as a managerial tool for the hospitality industry. Concepts of modeling, data base, and end-user computing are covered. Students learn to use specific software applications programs to solve original problems. All work is done on the IBM PC.

571 Analysis and Design of Information Systems Fall. 3 credits. Limited to 15 students. Elective.

R. Alvarez.

For students who may become involved with the analysis and design of computer-based information systems (CBIS). The course is intended to develop competence and confidence in the participants' ability to plan for CBIS, specify their functional design, manage a systems adoption project, deal with system vendors, and function as organizational consultants on CBIS. The course assumes an elementary working knowledge of MIS and basic business. The course is pragmatic and requires participant teams to analyze and design (and possibly build and test) a software application system.

774 Information Systems for Hospitality

Managers Spring. 3 credits. Limited to 35 students. Required M.P.S. course.

R. Moore.

The physical and technical computing environment in a multi-unit hospitality corporation. Information systems (IS) are viewed from various perspectives, i.e., as data-processing systems (DP), management information systems (MIS), and decision support systems (DSS). The role of IS in a strategic planning framework is explored. Organizational and infrastructural issues that enhance or detract from system success are explained.

Law Courses

283 Law of Securities Regulation Fall, first 7 weeks. 1 credit. Elective.

Faculty.

For students interested in the financing of new or expanding hotel and restaurant businesses through the sale of stocks and bonds, and the obligations of publicly owned hospitality companies and their officers and directors. The course covers fundamental aspects of the federal securities laws as applicable to the hospitality industry. Problems will be drawn from hotel, restaurant, and related businesses.

385 Law of Business Fall. 3 credits. Limited to juniors, seniors, and graduate students outside the hotel school, and hotel students with permission of instructor. Elective.

J. Sherry.

This course is designed to enable the student to acquire a basic understanding of law and legal relationships in a business context. A variety of subjects are covered, all intended to aid a person in making decisions as an executive charged with managerial responsibilities.

387 Business and Hospitality Law Fall or spring. 3 credits. Open only to juniors, seniors, and graduate students. Required.

J. Sherry.

An integrated chronological presentation of contract, agency, and tort concepts as they apply to the legal aspects of hospitality management. Appropriate federal, state, and local cases, statutes, and other materials will be examined. The overall objective is to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions.

486 Historical Introduction to Public Hospitality Law and Its Impact on American Society Summer. 3 credits. Elective.

J. Sherry.

An overview of the development of the legal rights of persons to travel and to have access to public accommodations. Historical sources focus upon the English common law, the United States Constitution,

and federal and state civil rights legislation. The aim of the course is to review and examine changing American social attitudes toward travel and public accommodations and their influence upon travelers' legal rights and responsibilities.

487 Real Estate Law Offered on demand. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

J. Sherry.

Laws governing the acquisition, ownership, and transfer of real estate, beginning with the purchase and sale of a family residence and leading to more-complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real-estate trusts. Financing aspects, including construction and building loans, mortgages, and mortgage foreclosures are treated from the viewpoint of lender and borrower. The legal relations of landlord and tenant are given special attention, and typical hotel and motel leases are dissected and scrutinized. Applicable tax considerations are focused on all transactions.

Other Communication, MIS, and Law Courses

191 Quantitative Methods Spring. 3 credits. Required. Students should enroll in ILR 210.

Faculty.

Procedures for collecting, classifying, summarizing, and presenting quantitative facts. Students should get an intuitive grasp of descriptive and inferential statistics. The how, when, and why of statistical applications in a variety of managerial situations, with emphasis on interpretation—not mathematical proofs.

791 Graduate Quantitative Methods Spring. 3 credits. M.P.S. requirement.

Faculty.

An introduction to management science models and statistical techniques applicable to the hospitality industry. The application of specific quantitative methods to decision making in the hospitality industry. Topics include forecasting, decision analysis, linear programming, probability, and queuing. Computer software packages will be used to facilitate the decision-making process.

Independent Research Courses

600–690 Undergraduate Independent Study Fall or spring. Variable credit. Prerequisite: written permission. Hotel elective. *Only the first three credits of directed study may count as hotel electives during the student's undergraduate academic career.* Additional directed study, if taken, is applied toward free electives, except for the management-intern program of 12 credits. *Permission in writing is required before course enrollment. Students should obtain permission form from the school registrar, in Statler Hall.* (Occasionally an independent research project can be added after the three-week deadline with support of the faculty sponsor and by formal petition.)

Faculty.

Students pursue independent research projects under the direction of a faculty member.

600 Organization Management

601 Management Intern Program I—Operations 6 credits.

602 Management Intern Program II—Academic 6 credits.

603 Hotel Ezra Cornell

610 Human-Resources Management

620 Financial Management

630 Food and Beverage Management

640 Marketing and Tourism

650 Properties Management

660 Communication

670 MIS/Computers

680 Law

690 Other

700–900 Graduate Independent Research Fall or spring. Variable credit. Limited to graduate students. Prerequisite: written permission of instructor. *Students should obtain permission form from the school's graduate office.*

Faculty.

As appropriate, graduate students enroll in this course for thesis or monograph research or for other independent directed study. The student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study.

700 Organization Management

710 Human-Resources Management

720 Financial Management

730 Food and Beverage Management

740 Marketing and Tourism

750 Properties Management

760 Communication

770 MIS/Computers

780 Law

790 Other

802 Master of Science Thesis Research

803 Graduate Teaching Internship

805 M.P.S. Monograph I

806 M.P.S. Monograph II

900 Doctoral Thesis Research

Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Prof.

Romm, David L., M.P.S., Cornell U. Asst. Prof.

Sherry, John E. H., LL.M., New York U. Prof. and

Graduate Faculty Representative

Simon, Augusta, Ph.D., Ohio State U. Asst. Prof.

Stipanuk, David M., M.S., U. of Wisconsin. Asst. Prof.

Tabacchi, Mary H., Ph.D., Purdue U. Assoc. Prof.

Adjunct, Visiting, and Other Teaching Staff

Alvarez, Roy, M.Ed., Lecturer

Blanchard, Kenneth, Ph.D., Visiting Assoc. Prof.

Compton, Richard A., M.S., Senior Lecturer

D'Aprix, David, B.A., Lecturer

David, Betty B., Lecturer

Degan, Melissa, A.O.S., Teaching Support Specialist

Flash, Dora G., A.B., Senior Lecturer

Huettman, Elizabeth, M.A., Visiting Lecturer

James, Robert, M.B.A., Visiting Lecturer

Lang, Barbara, B.S., Visiting Lecturer

Lumley, Jane, M.A., Senior Lecturer

McNeill, Keith, B.S., Lecturer

Morano, Richard A., D.Ed., Visiting Lecturer

Muller, Christopher C., M.P.S., Lecturer

Neuhaus, Thomas W., M.S., Lecturer

Noden, Malcolm A., Senior Lecturer

Norkus, Gregory X., M.S., Senior Lecturer

O'Connor, Therese A., M.S., Senior Lecturer

Panarites, Peter, LL.B., Visiting Assoc. Prof.

Pezzotti, Giuseppe G. B., B.S., Lecturer

Richmond, Bonnie S., M.S., Senior Lecturer

Sciarabba, Andrew, B.B.A., Visiting Lecturer

Sher, David, M.S., Senior Lecturer

Spies, Rupert, Studienassessor (a.D.), Lecturer

Weishaupt, Hans P., B.S., Robert A. Beck Chair of

Applied Hotel Management

Weisz, Stephen, B.S., Visiting Lecturer

White, Robert, A.O.S., Teaching Support Specialist

Whitehead, Donald E., B.S., Visiting Lecturer

Yesawich, Peter C., Ph.D., Visiting Assoc. Prof.

Faculty Roster

Professorial

Arbel, Avner, Ph.D., New York U. Prof.

Berger, Florence, Ph.D., Cornell U. Assoc. Prof.

Brownell, Judith, Ph.D., Syracuse U. Asst. Prof.

Carvell, Stephen A., Ph.D., SUNY Binghamton. Asst.

Prof.

Chase, Robert M., M.B.A., Cornell U. Prof.

Clark, John J., Jr., Ph.D., Cornell U. Dean and E. M.

Statler Professor

Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.

Dermody, Donal A., M.S., Cornell U. Prof.

Dunn, David C., Ph.D., Cornell U. Assoc. Dean and

Assoc. Prof.

Eyster, James J., Ph.D., Cornell U. Prof.

Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.

Geller, A. Neal, Ph.D., Syracuse U. Prof.

Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.

Kaven, William H., Ph.D., Cornell U. Prof.

Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.

Lundberg, Craig C., Ph.D., Cornell U. Blanchard

Professor of Human-Resources Management

Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.

Mutkoski, Stephen A., Ph.D., Cornell U. Banfi Vintners

Professor of Wine Education and Management

Penner, Richard H., M.S., Cornell U. Prof.

Rainsford, Peter, Ph.D., Cornell U. Assoc. Prof.

Redlin, Michael H., Ph.D., Cornell U. Prof.